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## PROCEDURES FOR ESTABLISHING WORK NORMS IN USSR INDUSTRY

Trade unions are able to take an active part in the establishment and revision of work norms. The general orders on revision of norms for all main administrations are issued and signed by the minister concerned and by the secretary of the All-Union Central Council of Trade Unions. On the basis of these orders, each chief of a main administration, together with the chairman of a central committee of the corresponding trade union, issues directives for revision of output norms (i.e. quantity of products finished in a certain time unit) and valuation norms for individual enterprises. The directors of enterprises, by agreement with factory-plant committees, prepare plans for the revision of norms by individual shops.

Work norms are established with the participation of large numbers of workers, technical engineers, and employees. The correctness of planned output norms is tested in shops and work sectors. Each new norm is discussed at a meeting of workers and technical engineers of a certain work sector. For example, in January and February 1952, all plants of the Ministry of Construction- and Road-Machine Building held meetings to discuss new output norms and measures for increasing labor productivity. Most of the workers took part in these meetings and they submitted over 3,500 suggestions for organizational and technical innovations. As a result of the revision of norms and the use of practical suggestions in plant shops, labor-consuming operations in many types of production decreased on an average of 20.4 percent in all enterprises of the ministry. The same kind of work has been done in enterprises of other industrial ministries.

After the new output norms have been discussed at meetings, they are approved by the director of the enterprise; the approved norms must be posted in a visible spot for the information of the workers in a given plant sector, not less than 3 days before the norms are to be put into practice. If a worker discovers the incorrectness of an established norm even after it has been approved and published, he has a chance to bring the matter to the attention of the factory-plant committee of the trade union within a 3-day period.

- 1 -

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In individual branches of national economy, scientific research organizations of ministries have worked out single output norms. The use of such norms makes it possible to develop improved work standards and enable norm setters to do their work with fewer numbers of people. After the "single norms" have been tested in enterprises, they are approved by the ministry and, with the consent of the All-Union Central Council of Trade Unions, put into practice.

For example, in the coal industry single output norms have been worked out for each coal basin, taking into consideration special geological features and the type of equipment used, as well as leading work methods. Single output norms have been developed and put into practice for the basic types of geological prospecting operations, for the use of ministries and departments in charge of geological prospecting work. These norms take into consideration the leading methods of prospecting for minerals.

The fish industry has also introduced single norms, taking into account special characteristics of fishing in each individual area. The same has been done for tractor work in MTS, sovkhozes and shelter-belt stations. Output norms have also been established for forestry work under the Ministry of Forestry. As of 1 Ja.uary 1952, single norms were established for all enterprises of the polygraphic industry, regardless of their administrative subordination.

It is necessary to make periodic corrections and changes of norms in line with the improvement of production processes. The output norms must always be progressive.

In the basic shops of ferrous and nonferrous metallurgy the norms are, as a rule, established at the plan level, i.e., taking into consideration the achieved level of utilization of machinery and equipment. In the textile industry, output norms for machine work are also established at the plan level. This method of setting norms makes it possible to prove that the norms, as a rule, are technically justified.

Machine-building plants occupy a special position. The machine-building industry uses thousands of machine tools, including special machine tools which are used only in one particular branch of the industry, or only in one enterprise. There are also many types of manual labor processes. Therefore, the ministries and central committees of trade unions must supply machine-building plants with a guide for setting norms. Unfortunately, not all branches of machine building are in possession of such norm guides and the number of technically founded norms in machine-building plants is increasing very slowly.

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- 2 -

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